



U.S. Department of Commerce • International Trade A.

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MEETING NIS COMPANIES ON YOUR HOME TURF-HOW TO CONNECT WITH VISITING NIS DELEGATIONS

By Kelly Raftery, Ellen House, and Joan Morgan

Finding the opportunity to make personal contacts with NIS businesspeople in your field or industry can be difficult and costly. The distance is vast, travel is expensive, telephone lines are faulty, and email is scarce. Moreover, the business culture of these markets practically requires some face-to-face meeting time to be considered "serious" business dealings. Some assistance is available. U.S. companies can gain valuable contacts and hold essential faceto-face meetings by learning about U.S. Government programs that bring NIS delegations to cities and towns across the United States. Most of these programs have free time built into their schedules and welcome inquiries from U.S. companies that would like to meet with delegates. Being aware of programs that bring NIS businesspeople to the United States and how to take advantage of these visits is an inexpensive and convenient way to make new business contacts and explore new markets.

U S. Trade and Development Agency

The U.S. Trade and Development Agency (TDA) hosts approximately 45 orientation visits to the United States each year, of which some 10 percent of the delegations come from the NIS. These one-to-two week long reverse trade missions bring foreign buyers to the United States to see, first-hand, equipment and technology they may need for future projects. U.S. suppliers who participate in these visits are able to showcase their products and expertise while making valuable international contacts.

In conjunction with these visits, TDA often hosts a business briefing to allow U.S. companies to meet with the visiting delegation and hear more specifically about their needs. Each event offers project presentations by the foreign delegates on short- and long-term procurement needs, one-on-one meetings between U.S. firms and delegation members, and strategy and insight into some of the world's most challenging and rewarding emerging markets.

Two upcoming business briefings open to U.S. companies will feature delegations from the Caucasus:

➤ Caucasus Agribusiness Sector Orientation

Visit: TDA is sponsoring an orientation visit to the United States for 15 public and private representatives of the agribusiness sector in Armenia, Azerbaijan, and Georgia in order to expose the delegates to U.S. farming and food processing techniques, equipment, and services. The delegation will visit central California and Moultrie, Georgia, from October 7-20, and a business briefing will be conducted on October 10 in Fresno at Piccadilly Inn University. For more information, contact William Mott, Agland Investment Services, Inc., at (415) 461-5820 or via email at agland@aglandinvest.com.

➤ Azerbaijan Construction Sector Orientation **Visit**: This orientation visit from November 5–15 will expose eight key representatives of Azerbaijan's construction sector to the range of construction equipment, goods, and services available in the United States. The delegation will receive trade leads and opportunities to import top quality U.S. construction products and technology, while traveling to Seattle, Washington; Portland, Oregon; and Washington, D.C. A business briefing will be held on November 14 at TDA's business center in Arlington, Virginia. For more information, contact Stephanie Mattes, Louis Berger International, Inc., at (202) 331-7775 or via email: smattes@louisberger.com.

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Articles by non-U.S. Government employees express the views of the authors and should not be construed as a statement of U.S. Government policy.

BISNIS Hosts SBA Briefing on Financing Exports

by Kelly Raftery

On September 14, BISNIS hosted a briefing for U.S. companies interested in exporting. It was conducted by Deborah Conrad, senior international credit officer for the U.S. Small Business Administration (SBA) at Baltimore's U.S. Export Assistance Center (USEAC). Ms. Conrad gave an introduction to various forms of international payments and a short discussion of how to structure export transactions with the assistance of U.S. government programs. She outlined the key differences between the SBA's export promotion programs and those of the United States Export-Import Bank.

Additionally, Ms. Conrad advised several small business owners in attendance on how best to pursue financing for both project work and export transactions. A key point she raised was that, while transactions to NIS markets are difficult to finance due to Russia's August 1998

financial crisis, they are not impossible. Much will depend on how the bank, the business owner, and the SBA credit officer structure the deal. Although U.S. banks may be reluctant to provide credit for Russia or NIS transactions, the SBA can step in and provide a government-backed guarantee to the bank, thus allowing the bank to assume minimal risk for the transaction. As a result of SBA assistance, therefore, U.S. banks may be more likely to provide key export finance for a small business looking to complete a transaction with an NIS company.

Deborah Conrad is a senior international credit officer with the SBA in Baltimore. She can be reached by email at DConrad@mail.doc.gov or by telephone at (410) 962-4539 x21. Ms. Conrad is responsible for Virginia and the District of Columbia, with back-up responsibility for Maryland and West Virginia.

A LOOK AT LEADING INDUSTRIES OF THE RUSSIAN FAR EAST

by Svetlana Kuzmichenko and Tanya Shuster

The nine major regions of the Russian Far East (RFE)—Sakhalin Oblast, the Sakha Republic, Primorsky Krai (Primorye), Magadan Oblast, Khabarovsky Krai, Kamchatka Oblast, the Jewish Autonomous Region, Chukotka, and Amur Oblast—represent a vibrant and dynamic economic area. The following is a basic overview of the leading industries in, and imports to, the region.

Fishing

Six out of nine RFE regions are located on the Pacific Ocean coast and harvest fish, crab, mussels, and other seafood. Fish and other marine products are the main export items for Primorye, Sakhalin, Kamchatka, Magadan, Khabarovsky Krai, and Chukotka. Exports from these regions were over \$280 million in 1998 and \$180 million in 1999. RFE customs officials believe that the real figure for fish and sea products export reaches \$1.5 billion, as most of the product is smuggled. Demand for fishing vessels and fish-processing equipment is high, mainly on leasing terms. Direct import of fishing vessels totaled over \$52 million in 1999.

Mining

The Russian Far East is rich in many mineral resources with extensive reserves of diamonds (Sakha), gold and silver (Magadan, Sakha, Khabarovsky Krai, Amur, Chukotka, Primorye), coal (Primorye, Sakhalin, Amur, Sakha, Magadan), nonferrous metals (Khabarovsky Krai, Primorye, Sakha, Amur), and minerals (Primorye). Exports of mineral resources from the RFE were over \$320 million in 1998 and about \$460 million in 1999. Three gold mining projects with foreign participation are active in Magadan.

leased. These reserves are reportedly the largest in the NIS, and \$25–45 billion are expected to be invested in the projects over the next several decades. Oil and gas projects stimulate development of other sectors, including construction, energy, management and engineering services, and sea transport. RFE imports of drilling equipment totaled \$14 million in 1999.

Timber

RFE regions cut, process, and export spruce, pine, oak, and ash. Exported logs and timber products were valued at \$342 million in 1998 and \$450 million in 1999. Limits on log exports imposed by the federal and local administrations encourage development of a wood-processing sector and increase demand for woodworking and wood-processing equipment (about \$9 million of wood-processing equipment was imported in 1999). Timber and woodcutting are the leading sectors in Primorye, Khabarovsky Krai, Amur, and Sakhalin.

Energy

Energy production in the RFE is mainly based on coal and fuel with additional use of gas in Khabarovsky Krai, hydro resources in Amur, and geothermal resources in Kamchatka. Coastal regions (Primorye, Sakhalin, Magadan, Kamchatka, and Chukotka) experience severe energy supply deficits and regular power cuts. The energy sector in inland territories such as Khabarovsky Krai, Amur, the Jewish Autonomous Region, and Sakha is stable. Despite insufficient power supply in the RFE regions, export of fuel, coal, and power from these regions prevailed over imports of power sources. One of the largest energy projects in the RFE is gasification of the southern RFE regions (Khabarovsk, Primorye).

(continued on p. 5)

Oil and Gas

The oil and gas industry dominates Sakhalin, although unevaluated and undeveloped oil reserves are also available in Sakha, the Jewish Autonomous Region, and Magadan. Insignificant volumes of gas are extracted in Kamchatka. Proven hydrocarbon reserves in Sakhalin offshore fields being developed by foreign consortia under production-sharing agreements (PSAs) are believed to hold 1.4 billion metric tons of oil and 2.3 billion cubic meters of gas, with more unproven offshore reserves to be

Table 1. Leading Industries and Imports of the Russian Far East, 1999.		
REGION	INDUSTRIES	IMPOR1
Sakhalin Oblast	Oil & Gas, Fishing, Forestry,	Oil/Gas
	Food Processing, Construction,	Consum
	Services	Materials
Sakha Republic	Mining (Diamonds, Gold, Coal),	Consum
(Yakutia)	Energy, Construction, Timber	Equipme
Primorsky Krai	Transportation, Fishing, Mining,	Food, C
	Food Processing, Timber, Energy	Motor O
Magadan Oblast	Mining (Gold, Silver), Fishing &	Food, Fu
	Fish Processing	Processi
Khabarovsky Krai	Machine-Building, Timber, Food	Machine
	Processing, Energy	Equipme
Kamchatka Oblast	Fishing, Tourism, Energy	Fuel, Fo
Jewish Autonomous	Mining, Food	Food, M
Region	Processing/Packaging	Process
Chukhotka	Mining (Gold), Fishing	Food, C
Amur Oblast	Mining (Gold, Silver), Timber	Food, M
	Agribusiness/Food Processing	Process

(**DELEGATIONS**, continued from p. 1)

For more information on upcoming TDA orientation visits, call (703) 875-4357 or visit www.tda.gov.

The SABIT Program

The U.S. Department of Commerce's Special American Business Internship Training (SABIT) program brings NIS business executives and scientists to the United States for training. U.S. companies can take advantage of two SABIT programs that bring over NIS businesspeople.

The SABIT Grant Program helps U.S. companies to identify NIS companies or individuals with whom they may want to explore a strategic partnership and train the potential business partner in the United States. SABIT supplies U.S. host firms with qualified applicants from whom to choose (or firms can nominate their own candidate(s)), and it awards grants to defray the cost of training the candidates for 3-6 months. SABIT currently has funding available is accepting applications until November 30 from potential U.S. host companies.

SABIT's Specialized Training Programs provide comprehensive industry-specific training to groups of primarily non–English speaking managers and technical experts from the NIS. It brings groups of 15-20 interns to the United States for four-to-six weeks of training and networking with U.S. companies. Each program usually incorporates a one- to two-week orientation in Washington, D.C., and travel to three-to-four U.S. cities to receive "hands-on" training. The training consists of visits to a variety of public and private sector companies, institutions, and sites. When possible, business conferences or roundtables are incorporated into the schedules.

For SABIT's 2001 calendar and further information, call (202) 482-0073 or visit www.mac.doc.gov/sabit/sabit.html.

International Buyer Program

The U.S. Department of Commerce's International Buyer Program (IBP) selects 28 leading trade shows to promote worldwide as an opportunity to link U.S. companies and foreign buyers. The U.S. Commercial Service's overseas staff actively recruits NIS delegations to attend these shows. Although IBP does not provide financial assistance to foreign delegates, benefits to foreign companies participating in this program include priority registration, use of an international business center at the show, and, often, the assistance of a Commercial Service employee who accompanies the delegation. U.S. companies planning to attend these shows can take advantage of the presence of NIS delegations by setting up meetings with them through the Commercial Service.

For more information, visit www.usatrade.gov/ibp/events.htm

The Cochran Fellowship Program

The Cochran Fellowship Program—run by the U.S. Department of Agriculture's Foreign Agricultural Service and funded by Freedom Support Act funds—offers two-to-six

week, agribusiness-related training programs to foreign delegations in the United States. The delegations include senior and mid-level specialists and administrators, from both the public and private sectors, concerned with agricultural trade, agribusiness development, management, policy marketing, and technology transfer. In 1999, the program provided training to 189 participants from 11 NIS countries. The program works closely with USDA agencies, other government agencies, universities, U.S. agricultural trade and market development associations, and U.S. companies to provide training that consists of a mix of technical instruction, practical field observations, and hands-on experience. Typical training programs for NIS delegations cover wholesale and retail food, livestock breeding and genetics, agricultural banking and finance, agricultural policy, cooperative development, food safety, and commodity-specific training in wheat, soybeans, cotton, livestock, and consumer products.

U.S. companies interested becoming trainers or in meeting NIS delegations coming to their state for training can call the Cochran Fellowship Program office at the USDA at (202) 690-1734 or (202) 690-1240 or visit www.fas.usda.gov/icd/food-industries/sfp/index.html.

Community Connections

The Community Connections program, which is run by the U.S. Department of State and funded by Freedom Support Act funds, offers three- to five-week training opportunities for government, nongovernmental organizations, and private sector representatives from Russia, Ukraine, Belarus, Georgia, Moldova, Armenia, and Kazakhstan. During 2000–01, Community Connections will host over 1,700 participants from these seven NIS countries. Local community host organizations in 50 U.S. cities arrange internships for participants based on interests and experience. Companies offering internships range from small, family-run enterprises to major, multinational Fortune 500 corporations.

Most host organizations are happy to hear from U.S. companies, as they are constantly seeking new contacts in the local community interested in the NIS for either programming or housing support. U.S. companies should keep in touch with the local host organizations to find out about incoming delegations and take advantage of their local presence. A cooperative agreement with a local host can be a good way to investigate the markets of the NIS and meet appropriate partner companies, without the expense of traveling extensively.

For more information, call the Community Connections office at the Department of State at (202) 401-6884 or visit http://exchanges.state.gov/education/citizens/comcon.

BISNIS often cooperates with these agencies to plan events with the delegations that involve U.S. companies. For information, visit www.bisnis.doc.gov or call 1-800-USA-TRAD.

(**RFE**, continued from p. 3)

Agribusiness/Food Processing and Packaging

The southern territories of the Russian Far East—Amur Oblast, Khabarovsky Krai, the Jewish Autonomous Region, and Primorye—have relatively developed agribusiness and food-processing/packaging infrastructure. These regions grow soybeans, rice, potatoes, vegetables, feed grain, and corn, and raise cows and pigs. Demand for food-processing and packaging equipment remains significant (especially for soy processing equipment). Nevertheless, the RFE regions import most of their food products from other Russian regions and abroad. In 1999, the top imports were rice (\$40 million); meat (\$24 million), food-processing equipment (\$20 million) and sugar (\$13 million), with other major imports being onions, tea, seasonings, packaging equipment, dry soups and apples.

Transportation

Primorsky and Khabarovsky krais are the main transportation regions in the Russian Far East. Primorsky Krai has several important ports handling transit shipments including Vostochny, Nakhodka, and Vladivostok. Ports participate in the East-by-West corridor project, a corridor for transit transportation of goods between China and Pacific Rim countries. Khabarovsky Krai is the main railway region with the RFE railway department located in the city of Khabarovsk.

Machine Building

The RFE machine building industry produces planes, ships, turbines, tools, electric equipment, electronics, and home appliances. The major manufacturers are located in Khabarovsky Krai, followed by Amur Oblast, Primorye, and the Jewish Autonomous Region. Most of the companies in this sector serve the defense industry.

Construction

The construction industry is relatively better developed in Primorye, Khabarovsky Krai, and Sakhalin. The major construction subsectors in these regions are road building, pipeline construction, bridge construction, railway building, house and residential construction, plant construction, production of construction materials (also in Amur Oblast). Import of construction equipment, vehicles (trucks, bulldozers, etc.), and construction materials to the Russian Far East was about \$102 million in 1999. (Note: trucks and bulldozers could also be imported for the mining industry.)

Tourism

Since the 1990s the tourism sector has become one of the main sectors in Primorye, Khabarovsky Krai, and Kamchatka. Ecotourism and adventure tourism for both Russian and foreign tourists, a new industry sector, is being developed in Kamchatka, Magadan, and Primorye. Primorye hosts over 200,000 tourists, Khabarovsky Krai—140,000, and Kamchatka—4,000 tourists annually.

Major Imports to the Russian Far East

The Russian Far East regions import food, machinery/

USACC Meeting Notes

The U.S.-Azerbaijan Chamber of Commerce (USACC) Fourth Annual Conference and Exhibition, held in Washington, D.C., on September 11–12, was highlighted by significant presidential and ambassadorial speeches and a major oil contract signing. H.E. Heydar Aliyev, president of Azerbaijan, addressed high-level U.S. industry executives, senators, and officials of both governments on the state of his country. The conference was opened by Richard Matzke, president of Chevron Corp., and Reza Vaziri, president of RV Investment Group, both active in oil and industry development in Azerbaijan.

President Aliyev and Texas Senators Kay Bailey Hutchison and Phil Gramm presided over the signing of a major oil contract. Under a new production sharing agreement (PSA) with the Azerbaijan government, the Fort Worth, Texas—based Moncrief Oil International will work with State Oil Company of Azerbaijan (SOCAR) and Turkey's Pet Oil to jointly explore and develop an onshore oilfield in the Kura River valley. The PSA replaces a previous joint venture arrangement and is Montcrief's second PSA in Azerbaijan.

Outgoing U.S. Ambassador to Azerbaijan Stanley Escudero delivered a significant closing address, noting Azerbaijan's projected 7 percent GDP growth, and 3 percent inflation rate, and other strong macroeconomic indicators in 2000. Doing business in Azerbaijan, nevertheless, remains "not for the faint of heart," he noted. Conference attendees also met newly confirmed U.S. Ambassador to Azerbaijan Ross Wilson and the new U.S. senior commercial officer in Baku, Michael Lally. Ambassador Wilson will assume the Baku post this fall.

industrial equipment, consumer goods, metals, chemical products, fuel, medical equipment and optics, vehicles (used cars, trucks, bulldozers), rubber and plastics, pulp and paper, vessels, telecommunication equipment, sugar, motor oils, automotive parts, and food processing and packaging equipment.

NOTE: Statistics used in this article were provided by RFE Customs, unless otherwise indicated.

Svetlana Kuzmichenko is the **BISNIS** representative in Vladivostok. Tanya Shuster is **BISNIS**' senior Russia specialist in Washington, D.C.

For more information on the Russian Far East, visit **BISNIS Online** at www.bisnis.doc.gov/bisnis/country/fareast.htm.

TRICKS OF THE TRADE

ESTABLISHING AGRIBUSINESS LINKS WITH THE NIS

U.S. agribusinesses interested in expanding into NIS markets should consider taking advantage of the U.S. Department of Agriculture's (USDA) Worldwide Aglink program. AgLink seeks to encourage small and medium-sized U.S. agribusinesses to explore trade opportunities and joint activities with companies in the NIS, as well as other developing markets throughout the world. AgLink provides U.S. agribusinesses with financial and administrative support for their managers to visit NIS markets, identify potential partners, and offer practical on-the-job training to their NIS counterparts. After an NIS partner is identified, AgLink funds the travel expenses and provides visa support and a daily stipend for NIS manager's training in United States.

Since 1994, U.S companies have successfully utilized AgLink to venture into markets across the NIS and NIS managers have received valuable "hands on" training.

Recent Successes in Russia

Through participation in Aglink, managers of U.S. companies established contacts and developed unique relationships with NIS companies. In addition, NIS managers gained valuable experience and training. Here are some examples of successful linkages:

- A U.S. tea and beverage company used the AgLink program to further develop distribution relationships in several Russian cities and to market various brands of tea to Russian customers. As a result of AgLink, the U.S. company is exporting tea supplies to its Russian AgLink partner. In addition, the Russian manager gained hands-on experience in marketing, sales, finance, and accounting during her on-the-job training at the U.S. company.
- As a result of participating in the AgLink program, a U.S. dairy genetics company has made significant sales- and market development—related gains in the Novosibirsk and St. Petersburg regions of Russia. Its Russian counterparts also received valuable on-the-job (and English-language) training, which helped strengthen the relationship between the two companies.

Who is Eligible?

Independently owned small and medium-sized U.S. businesses involved in the production and/or processing of food and fiber, ranching or raising and/or processing

of livestock, and all other activities related to agriculture. The business cannot be dominant in its field.

How to Establish Your AgLink

- The U.S. company completes a Worldwide AgLink application and submits it to USDA. The application includes background on the company, a statement of international interests, and a plan for the on-the-job training for a foreign manager. The application is reviewed by USDA.
- ➤ If accepted, the U.S. company submits a proposed travel itinerary for the country of interest, including names of potential business contacts, in order to proceed with travel arrangements.
- ➤ The U.S. businessperson visits potential counterpart companies to become familiar with their businesses and the local environment. Travel is funded and arranged under the Worldwide AgLink program. As a result of this initial visit, the U.S. company identifies an NIS counterpart and manager for training in the United States.
- The overseas manager may spend up to two months at the U.S. agribusiness for on-the-job training. The U.S. company is responsible for the visiting manager's housing. Worldwide AgLink provides international airfare, visa support, a daily stipend, and health insurance for the NIS manager's stay in the United States. Worldwide AgLink will provide one month of Englishlanguage training before the on-the-job training, if necessary.
- ➤ After the completion of the on-the-job training, Worldwide AgLink funds a follow-up visit for the U.S. manager to the NIS firm.
- ➤ Based on recommendations from the U.S. company, an in-country management seminar may be developed to provide further training for the staff of the NIS company.

For more information about the **AgLink** program or to request application guidelines, please contact Brian Guse, USDA, at tel: (202) 690-2870, fax: (202) 690-0892, email: GuseB@fas.usda.gov, or visit USDA's website at www.fas.usda.gov/icd/grants/progdes.html.

For more information on agribusiness in the NIS, visit **BISNIS Online** at www.bisnis.doc.gov/food.htm.

REGIONAL CORNER: Fergana Province, Uzbekistan

by Umida Khaknazar

Uzbekistan's Fergana region is located in the southern part of the Fergana valley, surrounded by the Tyan-Shan mountains along the Syr-Darya river, which is one of the main water suppliers of the region. Fergana region borders with Kyrgyzstan to the east and Tajikistan to the south. The region has an ethnically diverse population of 1.5 million. The region has 5 administrative cities and 15 rural districts. The capital of the region is Fergana city (population 218,000). Major towns of the province are Kokand, Kuva, Kuvasay, Margilan, and Rishtan. Fergana is one of the most industrially developed regions in Uzbekistan, with over 170 industrial enterprises. Best prospects for foreign investment in the Fergana are in the oil and gas industry, the construction materials sector, and agriculture and animal husbandry.

Oil and Gas Industry

One of the major industry sectors in the Fergana region is oil and gas processing. Several projects involving foreign investment are underway in this field. The Fergana Oil Refinery, built in the Soviet period, was oriented toward processing low-sulfur oil from Ukraine and Russia. Now the refinery must be reoriented to process locally extracted oil, which has a high sulfur content. The European Bank for Reconstruction and Development (EBRD) and Export-Import Bank of Japan are the principal external sources of finance for this \$180 million project to be carried out by Mitsui and Tekfen Inssat A.S. (Turkey).

Texaco (Houston, Texas) has announced a joint venture at the Fergana refinery to produce and market Texaco-brand engine, transmission, and hydraulic lubricants from local crude oil. Texaco will contribute equipment to produce and fill lubricant containers, allowing the joint venture to introduce lubricant packaging into Central Asia on a large scale.

M.W. Kellogg (Houston, Texas), a subsidiary of Dresser Industries, and Nissho Iwai (Japan) signed an agreement with

Uzbekneftegas for the construction of a compressor station at the Kokdumalak oil and gas field. The Export-Import Bank of Japan and the U.S. Export-Import Bank are providing funding to import components and services. The new station will have an annual capacity of 2.5 million metric tons of condensate and will increase gas export potential by 6 million cubic meters per year. In 2 years, oil output should total 4.3 million tons a year. The project also calls for the gas processing and transportation system to be modernized.

Construction Materials

With the development of the oil and gas sector, the region developed a substantial expertise in engineering, construction, and manufacture of building materials. About 350,000 tons of cement and 50 tons of other construction materials are produced annually in the region. Within the Fergana region there is an abundance of marble, much of which is processed by plants with foreign equipment. Moreover, more and more industrial and residential construction projects are being developed in Uzbekistan. However, many local construction companies are currently on the verge of bankruptcy due to the limited amount of residential construction in the Fergana region and a lack of building materials.

Agriculture and Animal Husbandry

Locally produced agricultural products are one of the principal export items of the region. The main products of the region are grain, potatoes, vegetables, fruits, meat, milk, and eggs. Potential production capacity of these products is considerably higher than the current actual production. One of the biggest problems for local manufacturers of fruits and vegetables are poor processing and packaging facilities and the lack of storage equipment.

For a longer report on the Fergana Valley, visit **BISNIS Online** at www.bisnis.doc.gov/bisnis/country/uzbekistan.htm.

Umida Khaknazar is **BISNIS** representative in Uzbekistan.

AGENCY SPOTLIGHT

U.S. Department of Energy (DOE)—DOE's Nuclear Cities Initiative (NCI) has officially opened for commercial development the Sarov Technopark, a 10-acre industrial park located on the former Avangard weapons production facility, 410 km southeast of Moscow outside Nizhny Novgorod. DOE will contribute \$4.5 million in FY2001 to help prepare the Sarov site for private businesses. The first tenant at the Technopark is Fresenius Medical Care, a German-American company, for production of kidney dialysis machines. A Michigan auto parts company is reportedly exploring opening a production facility in the site. For more information on the Sarov site and NCI, visit http://nci.nn.doe.gov.

International Center for Accounting Reform—The International Center for Accounting Reform (ICAR), based in Moscow and supported by international institutions, publishes regular accounting reports in both English and Russian. The reports follow in great detail Russia's gradual transition toward the adoption of International Accounting Standards (IAS) and related topics.

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